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September 21, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director

SUBJECT: **NURSING RECRUITMENT AND RETENTION REPORT
JANUARY 1, 2010 THROUGH JUNE 30, 2010**

This report outlines the progress made by the Office of Nursing Affairs (ONA) on key strategies designed to promote recruitment and retention, reduce and eventually eliminate Department of Health Services (DHS) reliance on nurse registry utilization, and standardize DHS system-wide nursing practices, performances and standards for the period of January 1, 2010 through June 30, 2010.

KEY STRATEGIES

Key strategies include mechanisms and processes to measure and evaluate the efficacy of DHS system-wide nursing activities implemented to maximize operational efficiencies and maintain budgetary control. The key strategies components include:

RECRUITMENT

The overall turnover rate for all the facilities from January 1, 2010 to June 30, 2010 remains low at an overall average of 0.51 percent. (See Attachment I).

The recruitment process continues for Registered Nurses (RNs), Licensed Vocational Nurses (LVNs) and Certified Nursing Attendants (CNAs) with concentration in "Hard-to-Recruit" positions in specialty areas.

- To maximize internal operational efficiencies among nurses an electronic mechanism continues to notify countywide DHS nurses on the Group Wise system of posted ONA website job announcements
- Ongoing Nurse Recruiter Committee meetings to share best practices and review hiring standards
- Participate at Community Career and Health Fairs

RETENTION

Retention programs that enhanced recruitment include:

Employee Referral Awards Program (ERAP) - ERAP awards current DHS employees for referring RNs to work for DHS. Referring employees may receive up to \$1,000 for referring prospective DHS employees. The program was suspended in August 2009 as part of the DHS 'deficit management plan.

Tuition Reimbursement (TR) - TR provides financial assistance to DHS employees pursuing nursing advancement degrees. During this six-month period, \$2,000 of TR funds were distributed to 1 DHS nurse. At this time, no new requests for TR are accepted as part of DHS' deficit management plan.

Relocation Incentives Program (RIP) - RIP provides financial assistance in the amount of \$750 to RNs who relocate from at least 200 miles outside of Los Angeles County and sign contracts to work for DHS for a minimum of one year. During this reporting period, there were two (2) new hires that received RIP monetary awards.

Workforce Development (HCWDP) Program - The Health Care Workforce Development Program (HCWDP) offers educational programs to DHS employees to prepare them with skills identified as critical by the Department. HCWDP currently works with approximately 50 DHS employees who are preparing for healthcare careers in professions such as registered nurse, psychiatric technician, and MRI technician. HCWDP also currently provides skill enhancement programs for nurses preparing to be clinical instructors, environmental services workers learning infection control and green technologies, and medical record coders working with clinical staff to increase eligibility for patients who qualify for disability and other federal reimbursement programs. HCWDP offers approximately 180 DHS employees' academic preparation programs for healthcare careers.

Funded with outside grants to the non-profit partner, Worker Education & Resource Center, the HCWDP program is being used as a model for services to other County health-related departments and to prepare the health care workforce for implementation of the Affordable Care Act (Health Care Reform).

HCWDP is also partnering with the Los Angeles Community College District to create a satellite health themed campus at the LAC+USC Medical Center which will expand services in East Los Angeles, and support the preparation of students for the College of Nursing and Allied Health.

College of Nursing and Allied Health (CONAH) – CONAH continues to recruit students to the RN program to increase retention of graduates at DHS facilities through contractual employment obligations after graduation. Approximately 270 students are expected to enroll in the RN program in August 2010. Ninety-six percent of the graduates passed the National Council Licensure Examination (NCLEX) in 2008-2009.

Tutoring and Mentoring Programs (T&MP) - T&MP continues to allow DHS to collaborate with four community nursing schools to offer academic assistance to nursing students to support successful completion of the Registered Nurse (RN) Program. The goal of the program is to increase employment opportunities for the student nurses and graduates at DHS facilities. The T&MP partners with East Los Angeles College (ELAC), Glendale Community College, (GCC), Los Angeles Valley College (LAVC) and El Camino College-Compton Community Educational Center (ECC-CCEC). An overall total of 907 students received DHS T&MP services. Seventy-five (75) percent of graduates from the four schools passed the NCLEX and DHS hired a total of thirty-seven (37) RNs. Efforts continue to establish a T&MP at LA Harbor Community College.

DHS REDUCTION OF NURSING REGISTRY

There is a projected decrease in Nursing Registry Expense, from Fiscal Year 2008-09 to the 2009-10 Fiscal Year Estimate (FYE) of \$14,316,189 (See Attachment II).

Collaboration continues with facility Chief Nursing Officers on a monthly basis to reduce nurse registry expenses through the sharing of best practices and review of overall registry expenses by facilities.

STANDARDIZE DHS SYSTEM-WIDE NURSING PRACTICES, PERFORMANCES AND STANDARDS

Standardized Nurse Competency assessment and testing was implemented in 2008 and continues annually for all DHS facilities, Multi-Service Ambulatory Care Centers (MACCs) and Comprehensive Health Centers.

STANDARDIZE DHS SYSTEM-WIDE ALLIED HEALTH PRACTICES, PERFORMANCES AND STANDARDS

Standardized Competency Testing for Allied Health was conducted from January 2010 through June 2010 starting with the following disciplines, Physical Therapy, Occupational Therapy, Recreational Therapy and Speech Therapy, Radiology, Pulmonary Physiology Technician, Blood Gas and Sleep Technician. The results are as follows:

Physical Therapy, Occupational Therapy, Recreational Therapy, Speech Therapy and Rehabilitation Therapy Technicians

A total of one-hundred nineteen (119) Physical Therapists, seventy-nine (79) Occupational Therapists, twenty (20) Recreational Therapists, twenty-four (24) Speech Therapists and Twenty-seven (27) Rehabilitation Therapy Technicians, including Registry Personnel, completed the Competency Testing. Of the two-hundred sixty-nine (269) tested, one (1) did not pass the initial test, but passed after retesting. No employee had to be referred to the Performance Management Unit (PMU) for disciplinary action.

Radiology

A total of two-hundred eighty-five (285) Radiology employees, including Registry Personnel, completed the Competency Testing. A total of twelve (12) did not pass the initial test, but passed after retesting. No employee had to be referred to the Performance Management Unit (PMU) for disciplinary action.

Pulmonary Physiology Technician, Blood Gas, Sleep Study Technician and Clerical

A total of eighty (80) Pulmonary Physiology Technicians, fourteen (14) Blood Gas employees, three (3) Sleep Study Technicians and three (3) Clerical staff including Registry personnel completed the competency testing. Sixteen (16) did not pass the initial test and all of them passed after retesting.

NEXT STEPS

The Office of Nursing Affairs will continue to monitor and implement recruitment and retention strategies to reduce registry cost and contribute to the department's financial stability. ONA will continue to develop and implement annual competency assessments and testing for Nursing and Allied Health to ensure compliance with regulations, improve patient safety and enhance quality of care.

We have determined that the data on this semi-annual report would be more effectively communicated annually. Therefore, unless otherwise instructed by your Board, this report will be provided on an annual basis.

If you have any questions or need additional information, please feel free to let me know.

JFS:lq
501:010

Attachments

- c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Chief Nursing Officer/Director of Nursing

Attachment I

**DEPARTMENT OF HEALTH SERVICES
Registered Nurse Vacancy
January 1, 2010 through December 31, 2010**

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
High Desert Healthcare System (Dept 130)	# of Vacancy	12	11	10	9.0	10	10						
	% of Vacancy	17.0%	16.0%	14.0%	13.0%	14.0%	14.0%						
	Turnover Rate	0.0%	1.04%	2.06%	2.03%	0.00%	2.07%						
LAC+USC Healthcare Network (Dept 160)	# of Vacancy	154.8	155.1	160.1	161.4	162.4	189.2						
	% of Vacancy	8.6%	8.7%	8.9%	9.0%	9.1%	10.6%						
	Turnover Rate	0.68%	0.59%	0.50%	0.36%	1.37%	0.41%						
Harbor/UCLA Medical Center (Dept 200)	# of Vacancy	20.5	22.6	23.6	19.5	13.3	14.0						
	% of Vacancy	2.4%	2.70%	2.80%	2.30%	1.60%	1.60%						
	Turnover Rate	0.60%	0.60%	0.86%	0.43%	0.51%	0.68%						
Martin Luther King, Jr. Multi-Service Ambulatory Care Center (Dept 225)	# of Vacancy	1	4	4	0.0	0.0	0.0						
	% of Vacancy	1.0%	4.7%	4.7%	0%	0%	0%						
	Turnover Rate	0.00%	0.00%	0.75%	0.00%	0.00%	0.75%						
ValleyCare Olive View/UCLA Medical Center (Dept 240)	# of Vacancy	18.5	19.5	18.5	19.5	13.5	10.5						
	% of Vacancy	3.5%	3.7%	3.5%	3.7%	2.5%	2.0%						
	Turnover Rate	0.15%	0.00%	1.02%	0.58%	0.29%	0.29%						
Rancho Los Amigos National Rehabilitation Center (Dept 260)	# of Vacancy	44.2	44.2	44.4	47.3	40.6	33.1						
	% of Vacancy	17.9%	17.9%	17.9%	19.0%	16.4%	13.3%						
	Turnover Rate	0.55%	1.39%	2.52%	0.56%	0.28%	0.83%						

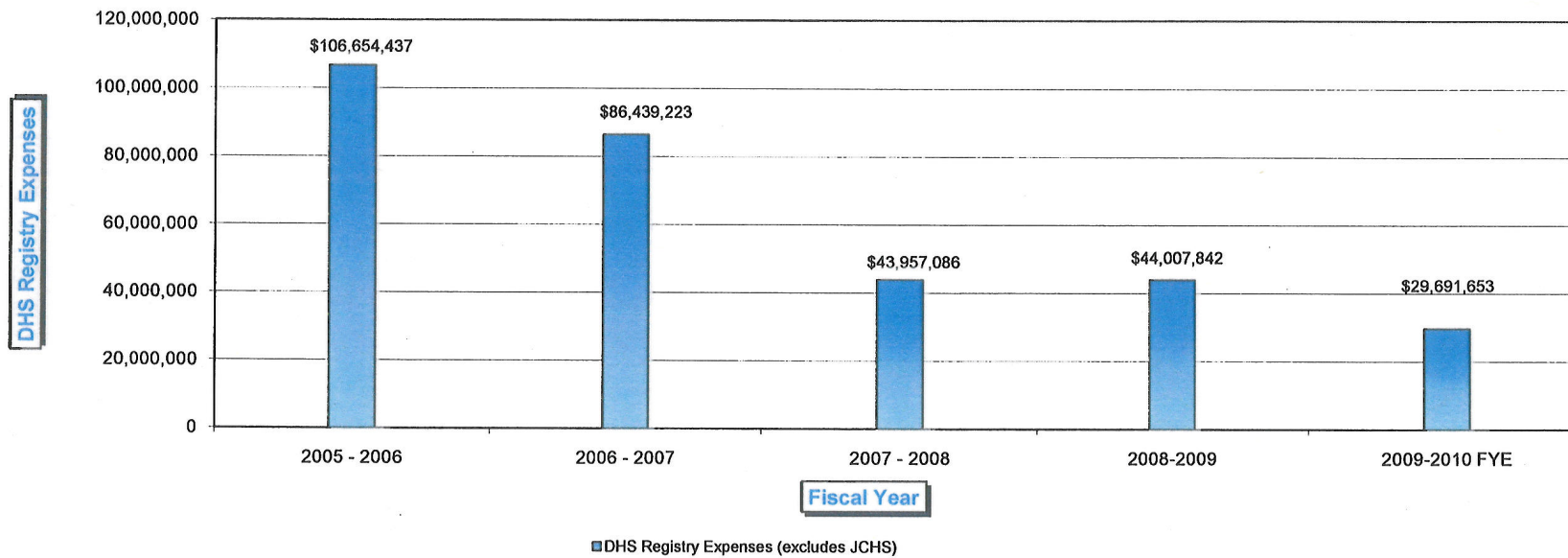
(BA501-010 Jan-Dec 2010)



County of Los Angeles
Department of Health Services
Office of Nursing Affairs



DHS Registry Utilization Report



Data detailed includes Nursing Categories as follows: RNs, Hemodialysis, LVNs, LPTs, Psych Techs, Surgical Techs, and CNAs.

FY 2005-2009 reflects Actual Expenses and Actual Hours as of July 1, 2005-June 29, 2009

FY 2009-2010 reflects Fiscal Year Estimate (FYE) from July 1, 2009- May 31, 2010

	FISCAL YEAR 2005 - 2010					Variance
	2005 - 2006	2006 - 2007	2007 - 2008	2008-2009	2009-2010 FYE	2008 - 09 to 2009 - 10
DHS Registry Expenses (excludes JCHS)	106,654,437	86,439,223	43,957,086	44,007,842	29,691,653	(14,316,189)